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HUMAN RESOURCES MANAGEMENT

Human resource management policies

Report of the Secretary-General

I. INTRODUCTION

1. Since the creation of the United Nations, the composition of the staff of the Secretariat and their conditions of service have been major concerns of the General Assembly. In many resolutions and decisions adopted over the years, the Assembly has set forth its position on the distribution of the staff by nationality and sex, both overall and at the senior levels, as well as on their career growth, contractual status and training needs, and has addressed to the Secretary-General relevant directives. Assembly resolutions and decisions, together with the views expressed by individual Member States during its debates, have combined with the reports submitted by the Secretary-General and the statements made on his behalf to make up a true dialogue between the Assembly and the Secretary-General on all aspects of the management of the human resources of the Organization. As part of this dialogue, the Assembly, in its resolutions, discusses the information submitted by the Secretary-General and often requests additional information on areas of special concern. These requests are usually met by the Secretary-General in his annual reports to the Assembly.

2. The present report, which deals with the manner in which the Organization's human resource management policies are currently carried out, is submitted pursuant to several resolutions, the latest of which is resolution 47/226 of 8 April 1993. In that resolution, the General Assembly requested the Secretary-General to submit to it at its forty-ninth session a comprehensive report on the implementation of all the matters covered in the resolution. In addition, the resolution requested information on specific aspects of human resource management policies, which are systematically covered in the present and other reports before the Assembly at its current session. These reports include the

annual report on the composition of the Secretariat and the list of staff of the United Nations Secretariat. Other reports deal with subjects such as the improvement of the status of women in the Secretariat, the administration of justice, the establishment of a transparent and effective system of accountability and responsibility (A/C.5/49/1), amendments to the staff rules, training and others.

3. At the 21st meeting of the Fifth Committee of the General Assembly during its forty-eighth session, held on 6 November 1992, the Secretary-General made a statement which the Assembly noted with appreciation in its resolution 47/226. In his statement, the Secretary-General laid down his views on an effective human resource management system that could meet the challenges of the changing world situation with an efficient, dynamic and representative international civil service. These views have been further developed in the Secretary-General's report on strategies for a modern human resource management system at the United Nations, also submitted to the Assembly at its current session.

II. HUMAN RESOURCES MANAGEMENT POLICIES

Career growth

4. In its resolution 47/226, the General Assembly recognized that career development is an indispensable part of an effective management of personnel and endorsed the underlying principles contained in the reports of the Secretary-General on career development (A/C.5/47/6) and on the training programme in the Secretariat (A/C.5/47/9). The present report covers some basic elements of career development: training, mobility and the performance appraisal system. The question of career development and career growth is further addressed in the report of the Secretary-General on strategies for a modern human resource management system.

Training

5. In its resolution 47/226, the General Assembly requested the Secretary-General to accord priority to the career development needs of staff through appropriate training. The Assembly also endorsed the proposals of the Secretary-General to improve the training programme, stressed the need to focus training on priority areas of the Organization and concurred with the Secretary-General that appropriate resourcing for training is important.

6. During 1992-1993, training activities were reoriented to face new demands resulting from the changing world situation and the increasing responsibilities assumed by the Organization. The major innovations included (a) training in new fields, such as sustainable development; (b) training for capacity-building in fields such as management and leadership; (c) training designed to establish reserves of staff ready for reassignment and deployment, particularly in the administrative fields, such as finance and personnel; (d) equal training opportunities at all established duty stations; and (e) training designed to meet the immediate needs of the Organization. The emphasis was also shifted from stand-up training to policy formulation, facilitation, planning and advisory services; from classroom-based delivery to various modes of

instruction; from the use of Headquarters-based training staff at overseas duty stations to the development of local training capabilities; from Headquarters-formulated training to decentralized training based on the analysis of the needs of each department and office; and from training provided by the Secretariat only to training provided by various United Nations common system and outside institutions.

7. During 1992-1993, a centralized budgeting approach to training activities designed to use resources in the most effective way was substituted for the previous arrangement, under which budgetary allocations were made separately for each department and office. The centralized approach requires the holding of consultations between departments and offices and the Office of Human Resources Management to allocate resources systematically on the basis of detailed training plans and programme reviews. Departments and offices formulate their own training plans as the Office of Human Resources Management expands its advisory role vis-à-vis departments and offices and strengthens its programme monitoring and evaluation capability.

8. In early 1993, the comprehensive management development programme was launched with the objective of honing the managerial skills of staff at all levels. At a first stage, workshops were organized at which heads of departments and offices met with their senior staff to consider strategies for team-building and to establish objectives for their units. Following the workshops, departments and offices formulated follow-up action plans aimed at establishing a variety of internal mechanisms for managerial tasks, including the rationalization of work plans and structure. As of August 1994, workshops had been organized for all the regional commissions, the United Nations Offices at Geneva and Vienna and five departments. All in all, nine under-secretaries-general and assistant secretaries-general and 559 other staff participated in the programme, which is expected to be fully institutionalized during the 1994-1995 biennium.

9. By its resolution 47/71 of 14 December 1992, the General Assembly requested the Secretary-General, inter alia, to consider establishing a training programme for key staff personnel of peace-keeping operations to create a pool of trained personnel with knowledge of the United Nations system and its working procedures. As a first step to comply with that request, budgetary estimates based on a thorough evaluation of priority training needs, guidelines and evaluation standards were submitted to the Assembly, which approved them in its resolution 48/226 C of 29 July 1994. The following month, the training programme for vital support personnel for peace-keeping missions was launched. Specialists in human resources management, procurement, finance, general services and legal affairs are trained under this programme before taking up assignments in the field. Participants are drawn from among qualified and experienced staff members at the P-4 and P-5 levels and external candidates eligible for positions at those levels. The training is directed at the areas in which an individual participant may need additional experience. For example, participants who already have experience in finance may be trained in procurement and human resources management. In addition, a comprehensive training programme including acquaintance with military planning and operations has been designed for staff considered for the position of chief administrative officer at peace-keeping missions.

10. Other activities relating to field operations have included general orientation and briefing sessions for several specific missions. A round-table series on peace and security provided academic insight into the theory and ideology underpinning field operations. An orientation video for newly recruited mission personnel has been developed. Seminars and workshops on security coordination were organized and were attended by many staff from United Nations organizations.

11. Special efforts have been made during the biennium to deliver similar training programmes at all duty stations. In particular, support has been lent to overseas offices that are developing their own orientation programmes for newly recruited staff. An orientation film for new staff was developed jointly with the United Nations Development Programme, the United Nations Population Fund and the United Nations Children's Fund. An orientation guide, a guide for orienting new senior managers and a trainers' guide are currently being completed.

12. Training designed to support the growing information-technology infrastructure of the Secretariat covers general training on software applications to be installed on individual work-stations as well as specialized training for computer-support staff, who are essential in developing office-environment data systems and facilitating access to network information. Finally, computer training centres are being established at all offices and, where possible, computer-based training programmes are made available over local area networks.

13. The language and communications training programme has been expanded to offer, besides classes and proficiency tests in all six official languages, communications skills training in English and French. This training, which is part of the comprehensive management development programme, comprises drafting, conducting meetings and making oral presentations before different types of audiences and, in particular, courses on report writing in English and French for staff at overseas offices.

14. A comprehensive report on training, submitted by the Secretary-General at the request of the Advisory Committee on Administrative and Budgetary Questions, is also before the General Assembly at its current session. Statistics showing the number of trainees and participants in training courses by activity are shown in table 1 in annex I to the present document.

Staff mobility

15. In his report to the General Assembly at its forty-seventh session on career development (A/C.5/47/6), the Secretary-General stated that a staff mobility system was an important element of a career development programme. Such a system, however, would require substantial resources. A phased approach was proposed instead, with a mobility pilot project for Professional staff in the administrative occupational group as the first stage. In its resolution 47/226, the Assembly noted the implementation of the project.

16. Several studies have been conducted in connection with this pilot project to identify the basic elements of a staff mobility scheme. A study of the

training, experience and career pattern of staff in the administrative areas confirmed that movement of staff, either between offices at the same duty station or between duty stations, is limited. This is also true of interdisciplinary movement, that is to say movement across occupational groups. Efforts have concentrated on increasing the mobility of administrative staff, particularly through assignment to peace-keeping and other field operations (see paras. 9 and 10 above).

17. Another study shows the importance of appropriate flexibility in budgeting for Professional posts. Several administrative staff were identified who, through a career move, stood to gain pertinent experience and render themselves more valuable to the Organization. Yet no concrete arrangements for staff exchanges could be made - in many instances, because staff were one level apart. Proposals to tackle this problem through the introduction of flexibility in post budgeting are contained in the report of the Secretary-General on strategies for a human resource management system.

18. Mobility is also furthered by the placement and promotion system established in November 1993. The system provides for Secretariat-wide vacancy announcements and ensures that all vacancies are filled through an orderly and consistent mechanism which fully involves programme managers, the Office of Human Resources Management and the appointment and promotion bodies. Measures are being taken to ensure accessibility of vacancy announcements at the ever increasing number of locations in which staff now serve because of the expansion of peace-keeping missions. As an illustration, vacancy announcements are now posted on bulletin boards, transmitted electronically to overseas duty stations and made accessible through the Secretariat electronic-mail system. The widest possible circulation of vacancy announcements is essential to ensure that all staff can apply for vacancies.

19. A gradual and systematic, yet persuasive, approach is used to further mobility through the support given to staff seeking to broaden their career prospects and expand their professional skills. This approach has resulted in an increased acceptance by programme managers of the idea of mobility and has helped to place staff whose performance is not directly known to their prospective supervisors. It is expected that this approach will succeed in increasing substantially the movement of staff between duty stations, offices and occupational groups, thus turning staff mobility into a reality in the Secretariat.

Performance appraisal system

20. In its resolution 47/226, the General Assembly urged the Secretary-General to undertake without delay a complete review of the performance evaluation system currently in use in the Secretariat, in consultation with the International Civil Service Commission as appropriate, with a view to developing it into an effective system that accurately assesses staff performance and improves staff accountability as part of the career development system. By the same resolution, the Assembly requested the Secretary-General to ensure that for those staff members whose performance evaluations consistently show poor levels of performance procedures outlined in staff regulation 9.1 (a) are effectively applied. In resolution 48/218 of 23 December 1993, the Assembly requested the

Secretary-General, inter alia, to include in the system of accountability and responsibility, performance evaluation for all officials, including senior officials.

21. Pursuant to the General Assembly's requests, the Secretariat has developed a performance appraisal system. The system is based on the establishment of performance objectives and standards for individual staff members and the linking of individual performance to work unit and organizational goals. Managers will discuss work expectations with individual staff members on the basis of performance indicators, so that there is clear agreement on what is to be done and by what standard. The performance indicators will serve as a measuring stick to determine if the agreed level of output has been delivered, whether deadlines have been met and whether the output has reached the expected level of quality. Under the system, every staff member will be accountable for the delivery of outputs and services, both quantitatively and qualitatively.

22. Briefly, the new system is designed to (a) establish in advance performance objectives that are consistent with the objectives of the work unit; (b) improve communication between supervisors and staff members, in particular through regular performance reviews; (c) build trust between staff and management through jointly established performance objectives and timely feedback on progress; (d) involve staff members in developing performance agreements and in assessing their own performance; (e) ease considering group performance by relating the performance objectives for each position to those of the work unit; (f) furnish a means to hold management accountable for results; (g) use measurable and observable performance standards to determine whether objectives have been met; (h) differentiate levels of performance and establish links with a system of reward for success or sanction for failure; and (i) provide meaningful performance analysis and documentation to assist in career growth.

23. The proposed performance appraisal system is a management tool targeted at the common interests of management and staff to promote meaningful and equitable performance assessment. This system, together with an accountability and responsibility system and a comprehensive management training programme, is a basic element of the progression towards a performance management culture in the Organization, that is to say, towards a system in which staff are held accountable for their work. But these systems are only a few among the myriad machineries through which the Organization manages its human and other resources. Several key elements for objective-based performance management are still missing. Several supporting systems, such as career development and recognition, are yet to be developed. The desired culture shift can only be achieved if all elements work together in an integrated approach accompanied by an appropriate investment in training, particularly in the areas of planning, communications and performance feedback, and in a computerized monitoring and processing system.

24. The new performance appraisal system follows closely the 12 principles laid down by the International Civil Service Commission in its report entitled "Performance management: appraisal and recognition of performance" (ICSC/40/R.12).

25. During 1994, the Joint Inspection Unit reviewed the question in response both to the General Assembly's concern and to a request from the Secretariat. The Unit's conclusions and recommendations are contained in its report entitled "Towards a new system of performance appraisal in the United Nations Secretariat: requirements for successful implementation" (A/49/219), which is before the Assembly at its current session.

26. Pursuant to a decision made at the eighteenth session of the Staff Management Coordination Committee, a pilot study of the system is being carried out in selected organizational units of the Secretariat from July to October 1994. The remainder of 1994 will be devoted to the evaluation and refinement of the system on the basis of the outcome of the pilot study. The system will be gradually introduced throughout the Secretariat in 1995, with a view to achieving full implementation in 1996.

Secondment of staff

27. In its resolution 47/226, the General Assembly requested the Secretary-General to explore ways and means to encourage exchange of staff between the United Nations and national Governments and international organizations. The secondment of government officials has been used by international organizations since the time of the League of Nations. Staff seconded from their national Governments formed the nucleus of the original United Nations Secretariat and secondment remains an important method of securing the temporary services of persons who have skills and experience in areas of particular interest to the United Nations. Governments also provide personnel to the United Nations under non-reimbursable loan arrangements.

28. As a result of its growing responsibilities in the field of peacemaking and peace-keeping, as well as of the establishment of new specialized subsidiary bodies by the Security Council and the General Assembly, the Organization's need for special skills and expertise has greatly increased in recent years. In its resolution 45/258 of 3 May 1991, the Assembly endorsed the proposals made by the Secretary-General in his report on the use of civilian personnel in peace-keeping operations (A/45/502), under which Governments would make available to the United Nations civilian personnel to perform certain functions in peace-keeping operations. Government personnel have served in substantive functions under this regime, elaborated in memoranda of understanding with individual Governments and in memoranda of agreement with individual staff members. Many government personnel have served for short periods as electoral observers or polling officers, under similar arrangements with Member States.

29. The modalities for the exchange of staff among international organizations within the common system are set out in the Inter-organization Agreement Concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances, last revised in 1992 (ACC/1992/PER/CM/9). These arrangements are also used, by analogy, for the exchange of staff among international organizations which are not signatories of the Agreement but which either model their staff rules upon those of the United Nations or use a similar structure concerning salaries, allowances and benefits.

30. The movement of United Nations staff to entities outside the common system, either by secondment or by loan, is regulated, inter alia, by staff rule 105.2 (a) (iv), on special leave. This rule, in fine, states:

> "In exceptional circumstances, special leave without pay may be granted to a staff member who is requested by his or her Government to render temporary services involving functions of a technical nature."

United Nations staff may also serve in an advisory capacity to Governments, as technical assistance experts in technical cooperation projects, under the 200 series of Staff Rules.

31. In its resolution 47/226, the General Assembly called upon the Secretary-General, in consultation with the International Civil Service Commission, to develop a standardized contracting procedure to be used for secondment into and out of the Organization that would take into account the legitimate interests of all three parties - the Organization, the Government and the staff member concerned - while assuring that the conditions set out in Articles 100 and 101 of the Charter of the United Nations and in the staff rules are respected. In response to the resolution, the Secretariat has developed a simplified contract for secondments from government service and for extensions of secondment, in the form of a tripartite agreement to be signed by the above-mentioned three parties, setting out their basic responsibilities. The contract takes into consideration the requirements laid down by the United Nations Administrative Tribunal in its Judgement No. 482, as well as the legitimate interests and reciprocal obligations of all parties. Consultations have also been initiated with the International Civil Service Commission. At its forthcoming session, the Consultative Committee on Administrative Questions, will discuss procedures for appointment and extension of staff on secondment from government service.

Appropriate flexibility between career and fixed-term appointments

32. In its resolution 47/226, the General Assembly requested the Secretary-General to examine or review the possibility and desirability of achieving an appropriate flexibility between career and fixed-term appointments, taking into account the functional and structural needs of the Organization as well as the requirements of an international career service. In the Secretary-General's view, career service remains central to the notion of an independent international civil service responsible only to the Secretary-General in conformity with the principles of the Charter. From the inception of the Organization, it was considered that most staff should be career appointees. Fixed-term appointments were intended only to fill temporary needs for staff with special political or technical qualifications.

33. Long-term service is conducive to greater efficiency in certain posts entailing complex duties and responsibilities. It is also imperative for key administrative, financial and policy-making personnel who must gain exposure over time to the various aspects of United Nations management. Security of tenure also serves to protect staff from outside pressures, ensure their loyalty to the Organization and provide a stable environment for personal development.

34. The basic issue is how to preserve a strong core of permanent staff while at the same time bringing in the fresh talent and skills demanded by new operational needs. This issue may best be addressed by the use of fixed-term appointments (a) where work is of a non-continuing nature; (b) where special skills are required which are not available in the Organization; (c) where the continuous funding of a post is uncertain; (d) to improve geographical or gender balance; or (e) to bring in fresh talent on a trial basis.

35. The General Assembly has not specified what proportion of posts should be filled on a fixed-term basis. The percentage of geographic posts filled on a fixed-term basis has oscillated over the years, reaching its highest level, about 40 per cent, in the 1980s. At present it is slightly over 30 per cent. The optimum ratio varies from sector to sector, depending on the premium put on experience and continuity as compared with new or specialized technological or academic skills.

Competitive examinations

36. Since their introduction in 1979, competitive examinations have become firmly established in the Organization as a main means both to recruit staff at the entry levels and to determine the eligibility of staff in the General Service and related categories to be promoted to the Professional category. The modalities of the examinations have been continuously adjusted and refined in conformity with the concerns expressed by the General Assembly in its resolutions.

37. From 1 January 1985 to 31 December 1992, 284 candidates were recruited for posts at the P-1/P-2 levels in 11 occupational groups through competitive examinations held in 70 Member States, most of which were at the time unrepresented, underrepresented or below the mid-point of their desirable ranges. Since 1985, the number of Member States participating in external examinations for P-2 posts has increased by 50 per cent, that is, from 10 to 15. The number of candidates recruited, however, has not increased at the same rate because of the lack of posts. Additional information on several aspects of external examinations can be found in annex I, tables 2, 3 and 4, and annex II to the present report.

38. The holding of external examinations in close cooperation with Member States has been instrumental in the achievement and maintenance of an improved geographical distribution in the Secretariat. These examinations have also resulted, thanks to special publicity efforts, in a significant increase in the number of women recruits: from 31 per cent in 1985 to 56 per cent in 1992.

39. Besides the external examinations, nine examinations were held from 1985 to 1993 for promotion to the Professional category of staff from the General Service and related categories. Between 260 and 500 staff members took those examinations each year. A total of 174 staff members were promoted through the examinations to posts in 13 occupational groups (see annex II).

40. The internal examinations have also had a major impact on increasing the number of Professional women in the Secretariat. The high proportion of women who succeed in them, 60 per cent of the 174 staff promoted to the Professional

category from 1985 to 1993 were women, shows that internal examinations afford a significant opportunity for women to advance their careers (see annex I, table 5).

41. A study has been carried out of the career progress of 106 staff members recruited at the P-1/P-2 levels through external examinations between 1974 and 1984. As of June 1994, 10 per cent had reached the D-1 level, 18 per cent the P-5 level, 47 per cent the P-4 level and 25 per cent the P-3 level.

42. The mobility of staff recruited through examinations has continued to increase. In a sample of 182 of these staff, 38 per cent have served in at least two duty stations and 15 per cent in three or more. Many of them entered United Nations service at overseas duty stations where they obtained field experience before moving on. Men and women were equally mobile.

43. A career progress study similar to the one carried out for external recruits has been conducted in respect of 131 staff members promoted from the General Service and related categories to posts at the P-1/P-2 levels through internal examinations between 1979 and 1985. As of June 1994, 7 per cent of them had reached the P-5 level, 25 per cent the P-4 level and 55 per cent the P-3 level; 13 per cent were still at the P-2 level.

44. These staff members have also been highly mobile. A study of 145 staff members showed that 35 per cent of them had served in two duty stations and 7 per cent in three duty stations. Women were more mobile than men; they accounted for 64 per cent of the staff members who had served at two duty stations and for 63 per cent of those who had served at three duty stations.

45. In its resolution 41/206 A of 11 December 1986, the General Assembly requested the Secretary-General to examine ways and means of conducting the internal and external examinations according to a comparable set of standards and criteria. In its resolution 43/224 of 21 December 1988, the Assembly requested the Secretary-General to complete the full realignment of internal and external examinations. In accordance with the Assembly's requests, all aspects of both examinations have been aligned, including the requirements concerning university degrees in fields relevant to the occupation, beginning in January 1990. The first examination for both internal and external candidates was administered in January 1994.

46. The General Assembly has addressed the expansion of the examinations to the P-3 level in several resolutions, the latest of which is resolution 47/226. Examinations for posts at the P-3 level were held in four Member States in 1991, five in 1992, six in 1993 and three in 1994. The posts were in six occupational groups: administration, demography, economics, public information, social development and statistics. A total of 16 successful candidates, 12 of whom are women, have been recruited to date (see annex I, table 4).

47. In its resolution 47/226, the General Assembly stated that efforts to introduce the competitive examination process at the P-3 level should be carried out with due regard to the promotion prospects of staff at the P-2 level and with a maximum of efficiency and economy. Pursuant to this concern, vacancies at the P-3 level are reviewed with departments and offices to ensure that

deserving staff at the P-2 level have been duly considered for promotion. Only after this review are vacancies considered as available for recruitment.

48. Besides external and internal examinations for posts subject to geographical distribution, competitive examinations are held regularly for the recruitment of language staff, including translators, interpreters, editors, verbatim reporters, proofreaders and language teachers. The testing of candidates for General Service posts, which dates back to the inception of the Organization, also continues.

Equal opportunity employment programme

49. In its resolution 47/226, the General Assembly requested the Secretary-General to incorporate in the programme of activities for the Office of Human Resources Management, within the existing level of the budget provision for that Office, an equal opportunity employment programme, taking due account of the existence of the Focal Point for Women, and entailing procedures to ensure that opportunities for staff selection and advancement are extended on the basis of merit, efficiency, competence and integrity and do not discriminate against staff of either gender, and also requested that these principles be applied by the Secretariat in its pursuit of the benchmarks set out in Assembly resolution 45/239 C of 21 December 1990 for the participation of women in Professional posts in the Secretariat and in pursuing the goal of the Secretary-General announced in the Fifth Committee on 6 November 1992. In the same resolution, the Assembly requested the Secretary-General to implement appropriate measures to ensure that no restriction or discrimination exists in the United Nations for the recruitment, appointment and promotion of men and women.

50. The principle of equal opportunity employment at the United Nations is derived from Article 101, paragraph 3, and Article 8 of the Charter. Article 101, paragraph 3, reads:

> "The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible."

51. Article 8 reads:

> "The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs."

52. In its resolutions 48/106 of 20 December 1993 and 47/226, the General Assembly urged the Secretary-General to accord greater priority to the recruitment and promotion of women in posts subject to geographical distribution in order to achieve the goals set out in resolutions 45/125, 45/239 C and 46/100, which call for an overall participation rate for women of 35 per cent by 1995 and for a 25 per cent share of posts at the D-1 level and above. For his part, the Secretary-General accepted the findings and recommendations contained in the sixth report of the Steering Committee for the Improvement of the Status

of Women in the Secretariat and included them in his bulletin ST/SGB/252 of 20 October 1992. In the bulletin, the Secretary-General directed that

> "the policy-measures announced in paragraph 5 of Secretary-General's bulletin ST/SGB/237 of 18 March 1991 to assist in implementing the targets for the representation of women in the Secretariat be incorporated into administrative instructions on appointment and promotion, so that these measures become an integral part of the appointment and promotion process".

53. Administrative instruction ST/AI/382 of 3 March 1993 states:

> "To bring the composition of the Secretariat into harmony with the fundamental principles of equality for which the Organization stands will require exceptional measures to recruit, to promote and deploy women who fully meet the requirements of Article 101 of the Charter, in the shortest possible time. These measures will remain in effect until the Secretary-General is satisfied that substantial progress towards parity has been made."

54. The following measure is particularly relevant:

> "Effective immediately, qualified women currently in the service of the Organization under any type of appointment, including 200 series appointments or as consultants, with a good performance record and at least one year's experience in the United Nations system, including United Nations programmes, shall be regarded as internal candidates for available Professional vacancies. Similar considerations will apply, in accordance with staff regulation 4.4, to qualified women serving with specialized agencies and subsidiary organs within the common system. Women who have served at least one year within the previous three years, under any type of appointment, may be included in a special pool for priority consideration."

55. By Secretary-General's bulletin ST/SGB/267 of 15 November 1993, a new placement and promotion system was established. Administrative instruction ST/AI/390, paragraph 13, states:

> "As provided for under administrative instruction ST/AI/382, before a post is filled, a department/office must provide documented evidence of its efforts to identify women candidates, particularly for posts at levels P-5 and above. The reviewing bodies are hereby invited to evaluate the department/office efforts and to formulate their recommendations accordingly."

56. General Assembly resolution 48/106 also touched on issues such as increasing the number of women from developing countries, particularly those that are unrepresented or underrepresented, and from countries that have a low representation, including countries in transition. To address these problems, the Office of Human Resources Management has developed strategies for using the roster of women and the competitive examinations, both internal and external, as well as field visits and national advertising campaigns, to reach women and facilitate their entry into the system. Other measures include using United Nations information centres for wide advertisement of vacancies, maintaining

rosters of women from unrepresented and underrepresented States and networking with academic institutions, government agencies, professional non-governmental offices and governmental women's organizations to identify qualified women and facilitate their recruitment. These measures, together with a commitment by Member States to proposing more women candidates for posts subject to geographical distribution, will undoubtedly assist in establishing in the Secretariat equal opportunity for men and women from all Member States.

57. Additional information on this subject is also contained in the reports of the Secretary-General on the improvement of the status of women in the Secretariat and on the composition of the Secretariat, which are before the General Assembly at its current session.

ANNEX I

Table 1. Training programme delivery: biennium 1992-1993

	Training programme areas	Number of participants 1992	Number of participants 1993	Remarks
I.	Management and supervisory training	96	201	
II.	Computer and related new technology	2 118	2 016	Headquarters only
III.	Language training			
	Arabic	293	342	
	Chinese	148	211	
	English	606	683	
	French	1 535	1 425	
	Russian	252	323	
	Spanish	963	915	
	Subtotal	3 797	3 899	
IV.	Language proficiency exam (successful candidates)			
	Arabic	16	13	
	Chinese	7	4	
	English	590	1 090	
	French	386	489	
	Russian	51	48	
	Spanish	165	200	
	Subtotal	1 215	1 844	
V.	Office skills training for General Service staff	59	43	
VI.	Training related to peace-keeping missions	500	40	
VII.	Orientation and induction courses for new staff members	224	199	
VIII.	Upgrading professional knowledge and skills of staff			
	Sabbatical programme	3	3	
	Training and retraining in substantive knowledge	438	744	
	Refresher courses for translators, interpreters and other language staff	22	27	
	Subtotal	463	774	
	Grand total	8 472	9 016	

Table 2. Member States participating in competitive examinations, 1987-1994 (including P-3 examinations)

Region and country	Year of examination
Africa	
Botswana	1994
Burundi	1988
Cape Verde	1993
Central African Republic	1988
Chad	1994
Gabon	1994
Guinea-Bissau	1993
Namibia	1992
Rwanda	1994
Sao Tome and Principe	1993
Swaziland	1994
Europe (East)	
Albania	1991
Armenia	1994
Belarus (BSSR)	1988
Czechoslovakia	1991
Croatia	1993
Estonia	1993
Hungary	1989, 1991
Kyrgyzstan	1994
Latvia	1993
Lithuania	1993
Republic of Moldova	1994
Romania	1988
Slovenia	1993
Russian Federation	1992
USSR	1987
Yugoslavia	1988
Asia and the Pacific	
Australia	1990
Democratic People's Republic of Korea	1993
Indonesia	1989, 1993
Japan	1987-1994
Marshall Islands	1993
Micronesia (Federated States of)	1993
Mongolia	1992
New Zealand	1990
Papua New Guinea	1993
Republic of Korea	1992, 1993
Viet Nam	1993
Europe (West)	
Denmark	1988
Finland	1992
Germany	1988, 1990 1992, 1994
Greece	1987
Iceland	1990
Italy	1988, 1991, 1993
Liechtenstein	1992
Luxembourg	1989
Netherlands	1989
Portugal	1990, 1993
Spain	1992, 1993

Region and country	Year of examination	Region and country	Year of examination
Latin America		Middle East	
Brazil	1990	Bahrain	1991, 1992
Costa Rica	1991	Israel	1988
Cuba	1988	Oman	1992
Dominican Republic	1989	Saudi Arabia	1991, 1992
Honduras	1991		
Nicaragua	1991		
Mexico	1987		
Panama	1989		
Paraguay	1989, 1994		
Venezuela	1994		
North America and the Caribbean			
Bahamas	1993		
Dominica	1991, 1994		
Grenada	1991		
St. Kitts and Nevis	1994		
St. Vincent and the Grenadines	1991		
United States of America	1992		

Table 3. External competitive examinations

(P-2 level)

Examination year	Number of candidates sitting for the written examination			Number of candidates convoked to the oral examination			Number of candidates recruited		
	M	F	Total	M	F	Total	M	F	Total
1985	324	181	505	75	36	111	25	11	36
1987	65	52	117	17	11	28	13	9	22
1988	321	149	470	84	38	122	43	21	64
1989	295	149	444	88	26	114	32	12	44
1990	280	249	529	98	39	137	21	17	38
1991	220	174	394	49	49	98	18	19	37
1992	282	201	483	53	49	102	19	24	43
1993	261	292	553	78	76	154	19*	13*	32*
1994	281	164	445	71	39	110		NA	
Accumulated total	2 329	1 611	3 940	613	363	976	190	126	316
Accumulated total in %	59%	41%	100%	63%	37%	100%	60%	40%	100%

Note: No examinations were administered in 1986 owing to the recruitment freeze.

* Number of candidates recruited from May to September 1994 only.

Table 4. External competitive examinations

(P-3 level)

Examination year	Number of candidates sitting for the written examination			Number of candidates convoked to the oral examination			Number of candidates recruited		
	M	F	Total	M	F	Total	M	F	Total
1991	67	25	92	21	8	29	2	5	7
1992	106	45	151	33	25	58	2	7	9
1993	67	39	106	34	18	52	1*	1*	2*
1994	41	15	56	17	8	25		NA	
Accumulated total	281	124	405	105	59	164	5	13	18
Accumulated total in %	69%	31%	100%	64%	36%	100%	28%	72%	100%

* Number of candidates to whom an offer was extended.

Table 5. Competitive examinations for promotion to the Professional category

Examination year	Number of candidates sitting for the written examination			Number of candidates convoked to the oral examination			Number of candidates selected for promotion		
	M	F	Total	M	F	Total	M	F	Total
1985	167	206	373	14	40	54	6	14	20
1986	226	275	501	10	45	55	2	19	21
1987	295	193	488	38	21	59	11	10	21
1988	217	151	368	19	26	45	10	10	20
1989	223	186	409	37	27	64	10	11	21
1990	164	152	316	29	23	52	12	8	20
1991	141	131	272	20	21	41	6	9	15
1992	138	127	265	15	29	44	5	13	18
1993	150	138	288	19	19	38	8	10	18
Accumulated total	1 721	1 559	3 280	201	251	452	70	104	174
Accumulated total in %	52%	48%	100%	44%	56%	100%	40%	60%	100%

ANNEX II

Occupational groups for which competitive examinations have been conducted

A. External examinations

Administration
Demography
Economics
Electronic data processing
Finance
Legal affairs and related work
Library and related work
Political affairs and related work
Public information
Social development
Statistics

B. Internal examinations

Administration
Economics
Electronic data processing
Engineering, architecture and related work
Finance
Legal affairs and related work
Library and related work
Nursing and related work
Political affairs and related work
Public information
Security and related work
Social development
Statistics